(RISK MANAGEMENT REGISTER)

CEDERBERG MUNICIPALITY

FEBRUARY 2017

Risk No.	Risk Identified	Inherent: Potential Loss/ Impact	Inherent: Likelihood	Controls	Residual: impact	Residual: likelihood	Process	Responsibility	Department / Section within the Municipality
	Corporate Services								
63	Ineffective Leave Administration	major	likely	Electronic leave administration	moderate	likely	HR Administration	H Witbooi, Director	Corporate Services
64	shortage of skills	mojar	Moderate	scare skills development	moderate	moderate			
65	Attendance Administration	major	likely	Attendance registers	moderate	likely	HR Administration	H Witbooi, Director	Corporate Services
66	Inadequate Document Management - Personnel File, etc.	Minor	Moderate	checklist on personnel file for review	minor	moderate	HR Administration	H Witbooi, Director	Corporate Services
67	Non Compliance with Legislation (OHS)	major	common	health and safety officer position vacant. Safety representative hves been appionted	moderate	likely	OHS	H Witbooi, Director	Corporate Services
68	Inadequate capacity to attend to Disciplinary matters	moderate	Moderate	Work place skills plan reflect adequate resources for training	moderate	moderate	Labour Relations	H Witbooi, Director	Corporate Services
69	Unsatisfactory Labour Relations	moderate	likely	local labour forum(meeting with unions)	moderate	moderate	Labour Relations	H Witbooi, Director	Corporate Services
70	Potential Loss of Income	Major	common	appoint admin staff	moderate	moderate	Town & Regional Planning	AJ Booysen, Director	Engineering...
71	Inability to deliver an effective and efficient Town & Regional Planning Services	Major	common	appoint a town planner	minor	unlikely	Town & Regional Planning	AJ Booysen, Director	Technical
72	Uninformed Decisions due to a lack of Capacity (Staff)	Minor	Moderate	appoint a town planner	minor	unlikely	Town & Regional Planning	AJ Booysen, Director	Technical
73	Non Compliance to Building Regulations	Critical	common	appoint building inspectors	moderate	moderate	Building Control	AJ Booysen, Director	Technical
74	Illegal Buildings (Negative Financial Impact)	Major	common	appoitn admin staff for register	major	common	Building Control	AJ Booysen, Director	Technical
75	Damage to Council Vehicles / Equipment	Major	likely	constant communication and pre and post trip inspections	moderate	moderate	Fleet Management	H Slimmert,	Corporate Services
76	Misuse of Vehicles	Major	likely	constant communication pre trip authorisation	moderate	moderate	Fleet Management	H Slimmert,	Corporate Services
77	Excessive Vehicle Breakdowns	Major	likely	Services at regular prescribed intervals	moderate	moderate	Fleet Management	H Slimmert,	Corporate Services
78	IT Downtime	Critical	Moderate	SLA with services providers	minor	unlikely	Information Technology	A Jantjies, Director	Corporate Services
79	Updating of Information on Cederberg Website	moderate	Moderate	communication strategy	moderate	moderate	Communications	P Horne	Corporate Services
80	Loss of Information (Systems)	moderate	minor	Duplicate backup system, backup register	minor	unlikely	Information Technology	A Jantjies, Director	Corporate Services
81	implemetnation of performance measure to lower levels	major	common	Individual performance plan	moderate	likely	Perfomance Management	Director	coporate Services
82	timeously update of SDBIP	moderate	likely	email reminders	moderate	likely	Perfomance Management	Director	coporate Services
83	outdated software	moderate	moderate	SLA and budgets	moderate	moderate	HR	Director and HR	coporate Services
84	Staff shortage	moderate	likely	lay request for filling of vacancies	moderate	moderate	HR	Directors and HR	coporate Services
85	POE for the SDBIP	moderate	major	Pre audits by IA	moderate	likely	Perfomance Management	Director	coporate Services

86	insufficient security services at council property	critical	common	appointed service provider, external perimiter walls	minor	unlikely		H Slimmert	Corporate Services
87	Inadequate Contract Management	moderate	Moderate	registers and communication	moderate	moderate	Administration & Committee Services	C Sheldon	Corporate Services
88	Loss of Income (Telephone)	moderate	Moderate	Outside calls limited, has to go through switchboard	moderate	moderate	Administration & Committee Services	Director	Corporate Services
89	Loss of information / Data (Documents)	moderate	Moderate	backup system	Duplicate backup system, backup register	moderate	Administration & Committee Services	Director	Corporate Services
90	Inadequate Policy Register Control	Minor	Moderate	Policy register	minor	minor	Administration & Committee Services	Director	Corporate Services
91	Lack of access control to municipal network	High	Moderate	Access control policy, eg regular change of passwords	moderate	low	Information Technology	A Jantjies, Director	Corporate Services
92	lack of disaster recovery	Critical	low	Disaster recovery site	major	low	Information Technology	A Jantjies, Director	Corporate Services
93	Inadequate IT Governance framework	high	high	Appoint ICT Manager; IT Strategic plan; Designate IT Security Officer; IT Steering Committee	major	moderate	Information Technology	A Jantjies, Director	Corporate Services
94	Inadequate physical and Environmental controls	Critical	high	Policy to govern access and restrictions (eg no eating / smoking in room); Air extractor (to extinguish fires); Fire extinguisher inside room; Thermometer with gauge outside room	major	moderate	Information Technology	A Jantjies, Director	Corporate Services
95	Inadequate controls over telephone system	high	high	record private calls; Convert to VOIP system	high	high	Information Technology and Administration	A Jantjies, H Slimmert, Director	Corporate Services

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	FINANCE SERVICES									
34	Clean Audit Report	Serious	High	OPCAR	High	Medium	Budget	CFO and Managers	Finance services	
35	Over / Under spending of the Budget	Serious	High	Completion and monitoring of virments	High	Medium	Budget	CFO and Managers	Finance services	
37	Quarterly update of Asset register	Serious	Moderate		Low	Low	Budget	CFO and Managers	Finance services	
38	Cash Back Budget	Major	High	Improvement of Cash Flow by expanding our Revenue Base, Revenue Enhancement and effective Debt Collection	Medium	High	Budget	CFO and Managers	Finance services	
39	Loss of Income (Bad Debt & Recovery of Debt)	Major	High	Revenue Enhancement Strategy; Long Term Financial Strategy; Credit control meassures;	Medium	Medium	Revenue (Income)	CFO and Managers	Finance services	
40	Loss of Income (Valuations of properties disputed)	Major	High	Annual Interim Supplementary Valuations	Medium	Medium	Revenue (Income)	CFO and Managers	Finance services	
41	Loss of Income (Services)	Serious	Moderate	Strict Credit Control; Cut and Block of services	Medium	Medium	Revenue (Income)	CFO and Managers	Finance services	
45	Theft / Fraud (Illegal connections)	Major	High	Approach of Zero Tolerance in applying our internal Ethics Policy, Code of Conduct and Discipline;	Low	Low	Revenue (Income)	CFO and Managers	Finance services	
46	Loss of Income (Meter Readings)	Serious	High	Implement new Hand held meter reading system	Low	Low	Revenue (Income)	CFO and Managers	Finance services	
49	Payment delays	Serious	Moderate	Long term financial strategy implementation plan	Low	Low	Expenditure	CFO and Managers	Finance services	
51	By-passing of the SCM Unit	Major	Moderate	Sentralisation of SCM unit	Medium	Low	SCM	CFO and Managers	Finance services	
52	Deleys in Service Delivery (SCM)	Major	High	Fully capacitating the SCM unit	Medium	Medium	SCM	CFO and Managers	Finance services	
53	Inadequate Sourcing of Goods & Services	Serious	High	Procurement plans per unit compulsory	Medium	Medium	SCM	CFO and Managers	Finance services	
55	Inadequate and Ineffective SCM Processes	Serious	Moderate	Annual review of Policy and audit by PT regarding our processes; Internal Audit reviews;	Medium	Medium	SCM	CFO and Managers	Finance services	
56	Loss / Theft of Stock	Serious	Moderate	Regular stock take	Medium	Medium	SCM	CFO and Managers	Finance services	
57	Contract Management - Procedure guideline to Contractors: Claims	Serious	High	Contract management	High	High	SCM	CFO and Managers	Finance services	
62	Non-enforcement of Credit Control Policy.	Serious	High	Strict Credit Control; Cut and Block of services	High	High	Credit Control	CFO and Managers	Finance services	
63	to many deviations in SCM process	Serious	High	Procedure and process documented, SOP, New Forms implemented.	High	High	SCM	CFO and Managers	Finance services	
64	Implementation of MSCOA and new Finance Software System	Serious	High	PT Pversight, NT Oversight, Project Manager, Project Committee, SLA	High	High	TREASURY	CFO and Managers	Finance services	
65	Loss of Assets	Serious	High	Annual Asset Count and the Installation of Security Systems (Alarms, Cameras, etc.	High	High	Budget	CFO and Managers	Finance services	
66	Non-payment of third party claims from the Insurer	Serious	High	Advertising for a new Insurance Company	High	High	Budget	CFO and Managers	Finance services	

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	TECHNICAL AND PLANNING SERVICES								
17	Environmental Pollution	Major	Moderate	appoint an environmental officer	moderate	moderate		Ben Schippers, Director	Technical and Planning Services
18	lack of bulk infrastructure	critical	common	applications for funding and updates of masterplans	minor	unlikely		Ben Schippers, Director	Technical and Planning Services
19	Non Compliance to Health & Safety Regulations resulting in Injury / Death	major	likely	appointment of Health and safety office	minor	unlikely		B Schippers, Director	Technical and Planning Services/Corporate Services
20	Inability to supply potable water to the community	Major	Moderate	appoint process controllers/ treatment facilities	minor	unlikely		Ben Schippers, Director	Technical and Planning Services
21	Flooding & Flood Damage	Major	likely	update storm water master-plan/applying for funding for infrascture upgrade	moderate	moderate		Director	Technical and Planning Services
22	Accidents, Injuries & Damages (Roads infrastructure)	Major	common	acquire assests and upgrade road infrastructure	moderate	moderate		Director	Technical and Planning Services
23	Ageing Fleet	critical	common	acquire assets	moderate	moderate			
24	Inadequate Maintenance on Parks & Gardens	Major	common	appointmet of staff and requestion of equipment	minor	moderate		N. Mercuur	Technical and Planning Services
25	Pollution (Inability to effectively dispose of Solid Waste)	critical	common	new landfil sites and acquire compactors	moderate	moderate	Solid Waste	Director	Technical and Planning Services
26	Illegal Connections	critical	likely	appoint electrical audit team	moderate	unlikely	Electricity	J van Zyl, Director	Technical and Planning Services
27	Inability to deliver an effective and efficient Electrical Service	Major	likely	appoint more qualified staff	moderate	unlikely	Electricity	J van Zyl, Director	Technical and Planning Services
28	lack of fireproof archive	critical	common	build archive	moderate	unlikely			Engineering
29	water losses	critical	common	water loss audit and updating of master plan and implementation of water coservation and demand management strategy	minor	unlikely	water and sa...	B Schippers, Director	Engineering
30	ineffective communications (radio/cellphone/email)	critical	common	implementation of effective communication system(s)	minor	unlikely			Engineering
31	loss of electronic data due to lack of centralised server	critical	common	connection/link to centralised server	minor	unlikely			Engineering
32	intellectual capital	critical	common	GIS system/ information collection from consultants	minor	unlikely			Engineering
33	Service Failures & Extended Electrical Outages	moderate	Moderate	upgrading of bulk capacity	minor	unlikely	Electricity	J van Zyl, Director	Technical and Planning Services
34	Compliance with Wast Management Regulations	critical	common					Director	Technical and Planning Services
35	Eradication of Bucket System	Major	common					Director	Technical and Planning Services
36	Lack of updated master & maintenance plans	critical	common	Source funding to update master plans				Director	Technical and Planning Services

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	Community Services								
91	Improper Administration of Cemeteries	Serious	High	uniform electronic system	Low	High	Cemeteries	Director	
92	Inadequate Maintenance of Cemeteries	moderate	Moderate	additional staff for monitoring and facilities	minor	unlikely	Cemeteries	Director	
93	Illegal Informal Settlements	Serious	High	Squatter control policy in draft	High	High	Traffic & Protection Services	Traffic Chief, Director	Community Services
94	Safeguarding of Assets (Physical & Human)	Serious	Moderate		Medium	Medium	Traffic & Protection Services	Traffic Chief, Director	Community Services
95	Xenophobia	Serious	High		Medium	Medium	Traffic & Protection Services	Traffic Chief, Director	Community Services
96	Inability to provide Proper Disaster Management Service	Serious	High		High	High		Traffic Chief, Director	Community Services
97	Non-enforcement of bylaws	critical	common	appointment of more law enforcers	moderate	moderate	Traffic & Protection Services	Traffic Chief, Director	Community Services
98	absence of backup ENATIS clerk	critical	common	appoint, train ENATIS clerk	minor	rare	Traffic & Protection Services	Traffic Chief, Director	Community Services
99	inability to deal with strayanimals	critical	common	outsourced poundmaster	moderate	moderate	Traffic & Protection Services	Traffic Chief, Director	Community Services
100	Lack of ward committee meetings being held	major	Moderate	ward committee activity plan	minor	unlikely		Ward Committees	Community Services
101	Seasonal presence of life guards on beaches and resorts	critical	Moderate	Trained volenteered life guards on database	minor	unlikely		Coastal Mnagemennt	Community Services
102	events not complying with safety regulations	major	Moderate	events management policy	minor	moderate			Community Services
103	lack of rural development expertise	critical	Moderate	Appointed personel	moderate	moderate		Rural development	Community Services
104	lack of strategic partnering with businesses	critical	common	increase partnership with businesses	moderate	likely			Community Services
105	lack of support personnel in LED and tourism	major	likely	appointment of staff	minor	unlikely			Community Services
106	Financial Loss to the Municipality	Minor	Moderate		Low	unlikely	Libraries	Director	Community Services
107	Loss of Books	Minor	Moderate		Low	unlikely	Libraries	Director	Community Services
108	Unruly Behaviour of Users	Minor	Moderate		Low	unlikely	Sports	Director	Community Services
109	Ineffective Administration of Sport Fields	Minor	Moderate	Sport policy in draft to administrate sport in the municipality	Low	Medium	Sports	Director	Community Services
110	Hiring of facilities	major	common						
111	Lack of uniformity in the application of tarrifs	major	common	Finance to ensure tariff uniformity for council facilities					

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		Potential Loss/ Impact	Likelihood		Impact	likelihood	Process	Responsibility	Department / Section within the Municipality
	Office of the Municipal Manager								
91	Insufficient leadership and managerial skills within the organisation	Serious	High	Training and transfer of skills	Medium	Medium	MM	Municipal Manager	Office of the MM
92	Filling of section 57 vacancies	Serious	High	Offering of attractive remuneration packages	Medium	Medium	MM	Municipal Manager	Office of the MM
93	Legal compliance & Internal Controls	Serious	High	update and monitoring of compliance and internal controls on a monthly basis	Medium	Medium	MM	Municipal Manager	Office of the MM
94	Implementation of new organogram	Serious	High	Annual review of organogram	Medium	Medium	MM	Municipal Manager	Office of the MM
95	Implementation of new Delegation register	Serious	High	Annual review of delegation register	Medium	Medium	MM	Municipal Manager	Office of the MM
96	Building of stakeholder relationships	Serious	High		Medium	Medium	MM	Municipal Manager	Office of the MM
97	Healhty IGR	Serious	High		Medium	Medium	MM	Municipal Manager	Office of the MM
98	Effective combined assurance structures	Serious	High	Ensure effective communication between management, risk and internal audit	Medium	Medium	MM	Municipal Manager	Office of the MM
99	Lack of documented policies and procedures	Serious	High	HR to ensure that all policies and SOP's are updated annually	Medium	Medium	MM	Municipal Manager	Office of the MM
100	lack of Staff	Critical	High	Ensure sufficient provisioning in the budget for new posts	Medium	Medium	Internal Audit	Internal Auditor	Office of the MM
101	Inadequate Audit software programs	Critical	High	Apply to Treasury for the requisite funding	Medium	Medium	Internal Audit	Internal Auditor	Office of the MM
104	Periodic review of the policy framework	Critical	High	updating of policies and master plans	Medium	Medium	MM	Municipal Manager	Office of the MM